



LABOR MANAGEMENT PARTNERSHIP

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TODAY'S AGENDA


- Types of Labor Management Partnerships
- Why Partner Now?
- Opportunities and Challenges of Partnership
- Skills Needed for Partnering
- Effective Labor Management Committees
- The Role of a Neutral

LABOR MANAGEMENT PARTNERSHIPS

Training Funds: Employee Benefit, funded by % of payroll or grant funding.

Labor Management Partnership Non-Training Fund – Different sources of funding such as, separate pot of money in CBA, pension diversion etc. This allows union and management be trained together.

LABOR-MANAGEMENT RELATIONSHIP CONTINUUM

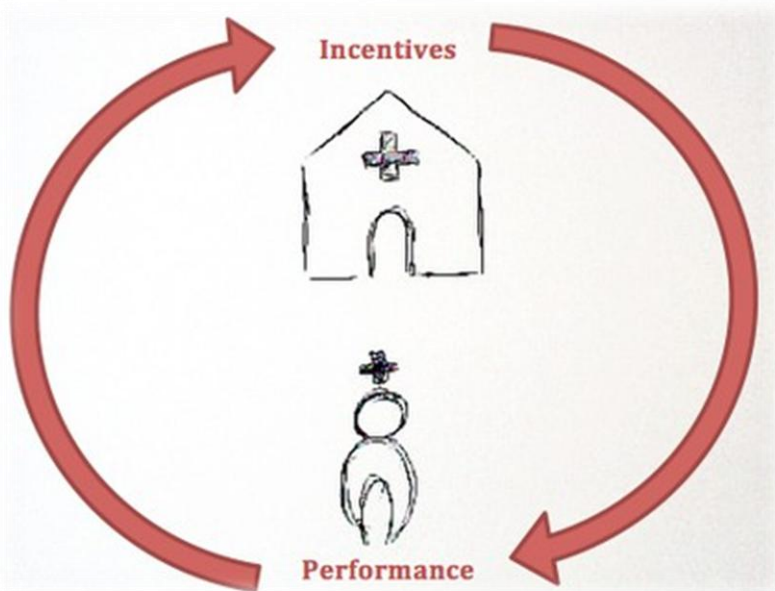
VERY ADVERSARIAL	ADVERSARIAL	GOOD TRADITIONAL	COOPERATIVE/COLLABORATIVE	PARTNERSHIP 
<ul style="list-style-type: none"> • Hostile environment • Slowdowns • Corporate campaigns • Constant threats • Strikes, lockouts • Work to the rules • Permanent replacements • War zone mentality • Inflict harm on each other • Constant legal challenges 	<ul style="list-style-type: none"> • Lack of trust/credibility • Poor communications • Legalistic dealings with each other • Issues and problems pile up • Contract may or may not be honored • “Gotcha” mentality • Use of power and rights whenever possible • Win/lose attitude • Leadership directed at fighting and taking rigid position 	<ul style="list-style-type: none"> • Reasonably good trust and credibility • Improved communications • Professional/high road dealings with each other • Sharing of some information • Union leaders have some understanding of business issues • Reactive problem solving • Effective issue resolution system • Some joint efforts, i.e. safety and apprenticeship programs • Management understands the Union’s mission and history 	<ul style="list-style-type: none"> • Open sharing of much information • Good trust and credibility • Leadership buy-in • Working together on mutual goals • Union leaders have good understanding of business issues • Problem solving of work issues • Less grievances and arbitrations • Anticipatory problem solving • Expanded joint issues • Crucial conversations/difficult conversations take place • What’s in it for us • Worker’s voice/Pro-active voice in the workplace 	<ul style="list-style-type: none"> • Shared vision, goals, and action plans • High performance work teams • High involvement in many business decision • Unions feel ownership and responsibility for business • Management / Union working on long-term direction • Problem solving resolving most issues-fighting rare • Management supports Union growth

UNPRECEDENTED CHANGE



DRIVERS FOR PARTNERSHIP

Major Shift In Healthcare



- **Old Way**

- Reimburse for Everything (Fee for Service)

- **New Way**

- Reimburse for Quality, Efficiency, Experience of Care
- Hospital makes mistakes, early readmissions, too long in hospital or provides poor service, it takes a financial hit

HEALTHCARE CHASM

- ✓ Low morale, high anxiety due to rapid and constant change
- ✓ Combining jobs, creating new classifications
- ✓ New technology requiring *new* skills, work processes and productivity goals
- ✓ Increased regulation and decreased reimbursements
- ✓ Shortages in technical/professional jobs
- ✓ Need for efficiency



THE NEW HEALTHCARE MODEL

✓ Patient Satisfaction ↑ = \$\$\$\$

✓ Length of Stay ↓ = \$\$\$\$

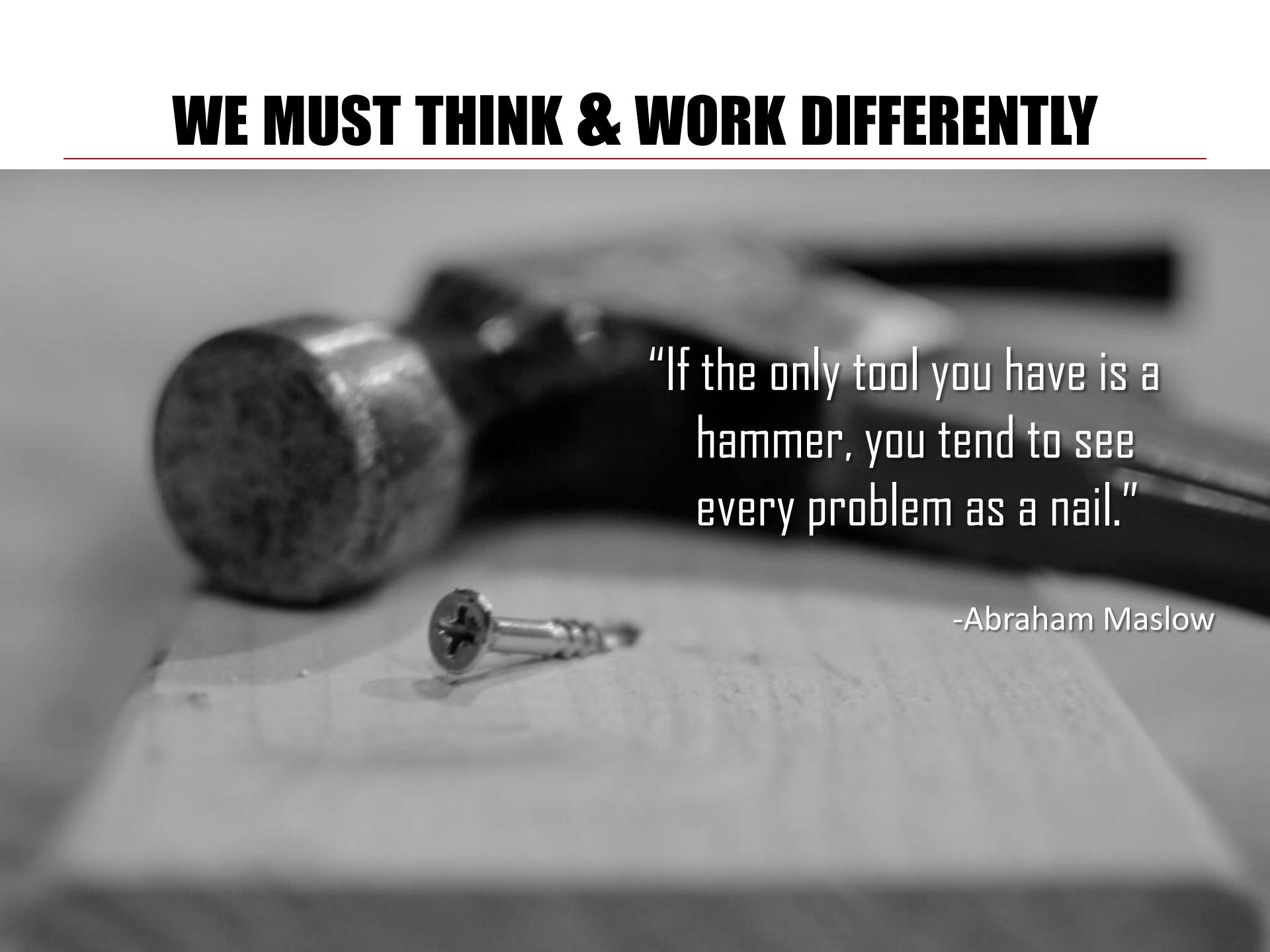
✓ Quality ↑ = \$\$\$\$

✓ Efficiency ↑ = \$\$\$\$

✓ Cooperation ↑ = \$\$\$\$



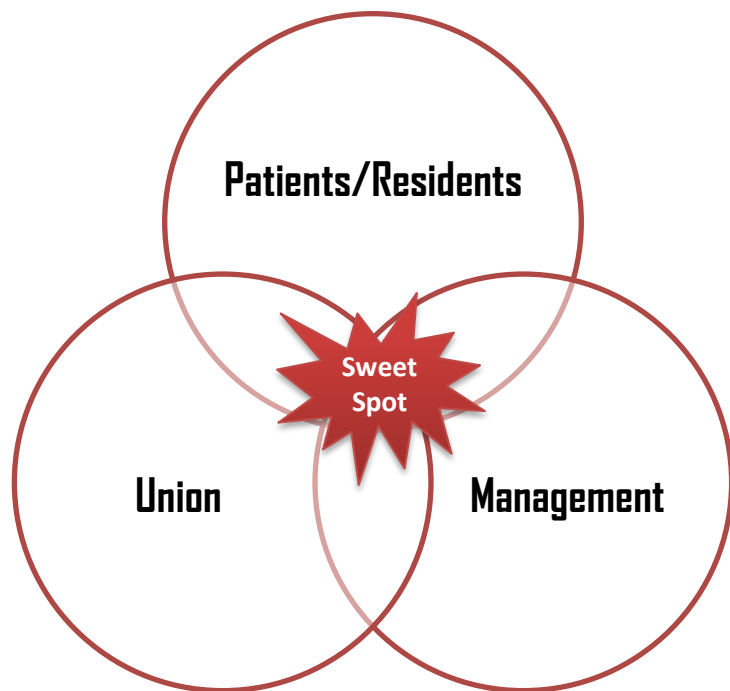
WE MUST THINK & WORK DIFFERENTLY

A black and white photograph of a hammer and a screwdriver lying on a surface, with a single screw in the foreground. The hammer is on the left, and the screwdriver is on the right. The screw is in the center foreground. The background is blurred.

"If the only tool you have is a hammer, you tend to see every problem as a nail."

-Abraham Maslow

THE SWEET SPOT



MUTUAL INTEREST

Quality Care

Positive Work Environment

Cost Effective & Efficient Care

Stable & Skilled Workforce

PARTNERSHIP GOALS

**UTILIZE
LABOR AND
MANAGEMENT
COLLABORATION
TO:**

Enhance the Quality of Care

Improve Patient/Staff Satisfaction

**Increase Operational Effectiveness
and Performance**

**Increase Worker Voice and
Involvement**

OPPORTUNITIES PARTNERSHIP

- More engaged workforce – workers get voice in how the work is done – “in road” to management rights
- Better outcomes for patients
- Move beyond “labor peace”
- More “civilized” sharing of varying perspectives

CHALLENGES TO PARTNERSHIP

- Different or unclear expectations of partners
- Fear of loss of control
- Fear of being “patsy for the management”
- Thinking differences cannot be expressed-waiting to express outside the room
- Power imbalance
- Management styles (traditional, unskilled, think they are supposed to know all, hear ideas as a challenge to their abilities)
- Union styles (traditional, point out what is wrong expecting management to fix it)

SKILLS & KNOWLEDGE NEEDED FOR PARTNERSHIP

- Ability to be Creative & Experimental
- Communication:
 - Able articulate your interests
 - Listening for understand others interest/perspective
 - Ability to have difficult conversations without derailing work
- High Level of Emotional Intelligence
- Patience/Flexibility
- Understanding of the Business & Systems
- Willingness to try New Approaches

LABOR MANAGEMENT COMMITTEES

- Purpose of LM committees:
 - Ensure balancing of union and management interests- focusing on mutual interests
 - Oversee labor management work in a facility
 - Should involve key sponsors from union and management with “big picture” view and power to implement.
 - Very important to have operations managers not just Human Resources
 - Work on specific project – front line union members and managers

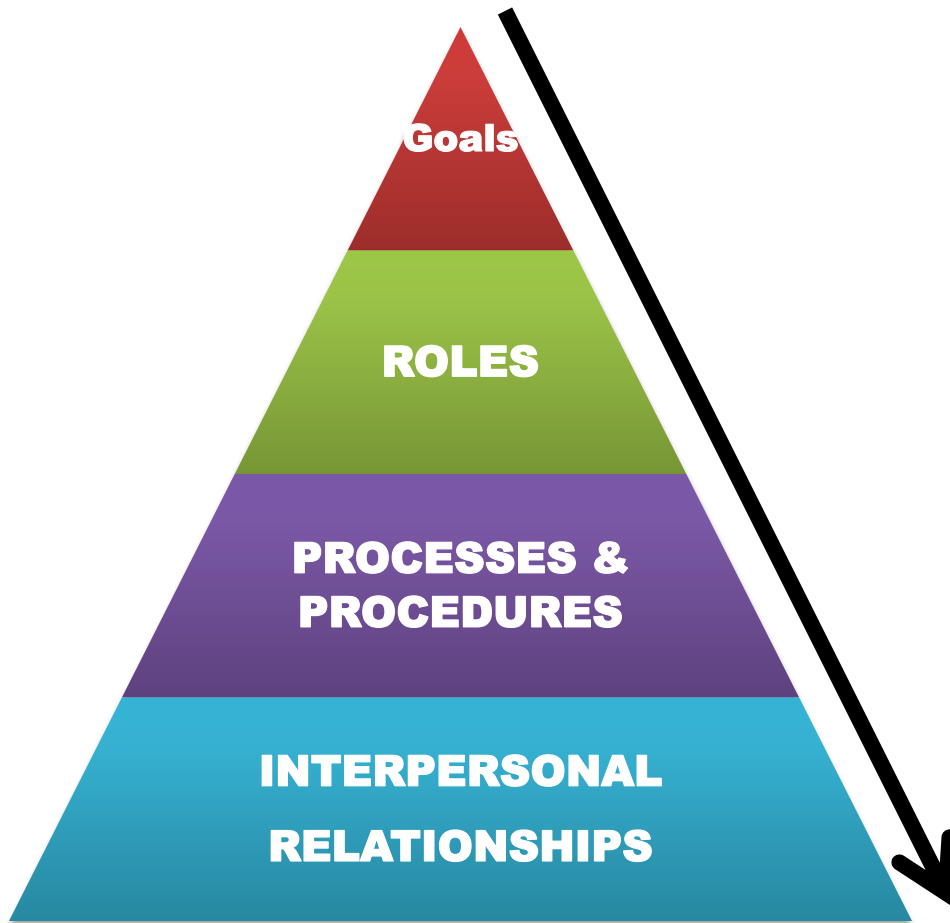
10 QUESTIONS FOR LABOR MANAGEMENT COMMITTEE START UP

1. What are the interests of union/management, what are the joint interests?
2. What other committees, groups/individuals are already working on the same issues/how does it affect (complement/dovetail with) the work of your joint committee?
3. What resources are available to this committee?
4. What is the size of committee? How does the committee seek special expertise?
5. What is criteria used to select members? (who can make decisions, implement agreements, key stakeholders)

10 QUESTIONS FOR LABOR MANAGEMENT COMMITTEE START UP

6. Will meetings be held on work time or are members expected to attend on their own time? What are alternatives?
7. With whom is the committee expected to communicate with?
8. What procedures will guide the way the committee works? (ground rules, documentation of meetings, co-chairs, decision making)
9. How will the group communicate a consistent message to constituents? (individual & joint)
10. How will the committee measure and track progress?

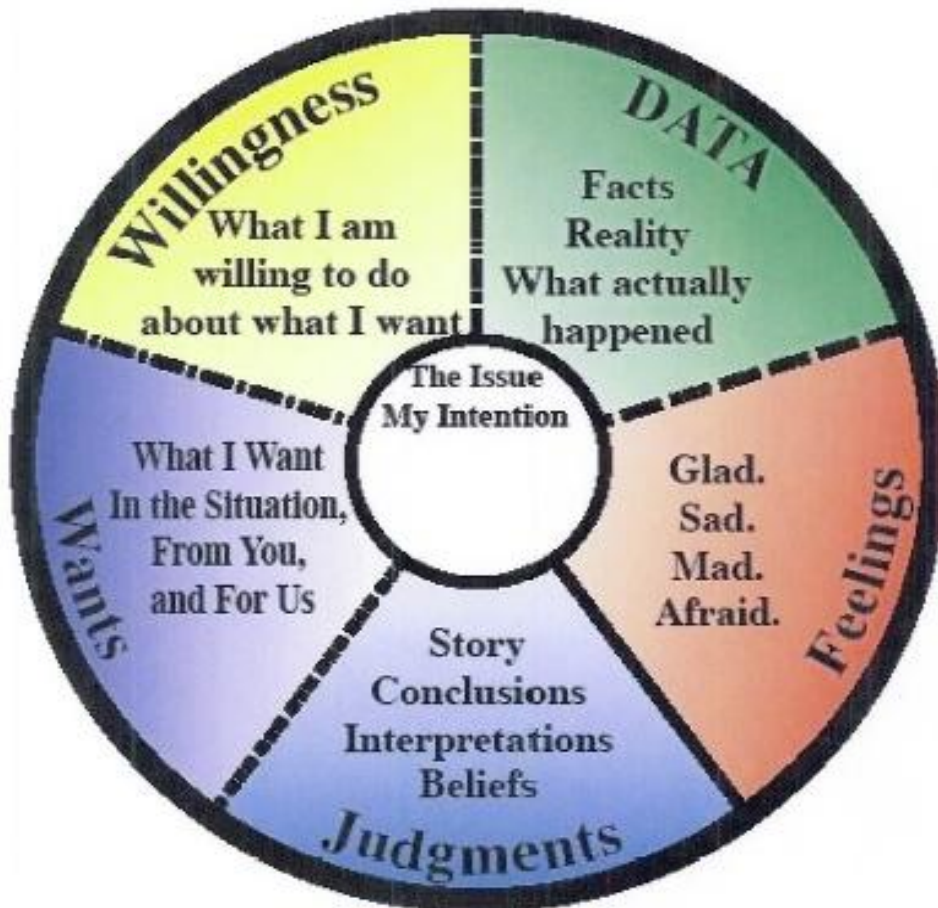
G.R.P.I. MODEL*



The hierarchy of four key dimensions: **GOALS, **ROLES**, **PROCEDURES**, and **INTERPERSONAL RELATIONSHIPS**, the cornerstone of effective teams.**

Communication Wheel

In Pairs- Prepare to have a conversation Your Labor/Management counterpart



1. How can we move to collaboration?
2. What will it take?
3. What I am willing to do?
4. What I need from you?

ROLE OF “NEUTRAL” STAFF

Fund Staff and LM Consultants:

- Build strong relations with both parties/trust helps when things get “bumpy”
- Ensure best practices shared: understanding interests, good communication, follow-up, tracking of work, problem solving, can sometime identify resources
- Help defuse conflicts

SKILLS NEEDED FOR “NEUTRAL” STAFF

- Ability to understand, influence and persuade various stakeholders at all levels in both organizations.
- Ability to help parties get to their own and mutual interests.
- Patience and Persistence!
- Deep Understanding of Healthcare and Changes.
- Ability to leverage all available resources – be creative!

QUESTIONS



FOR MORE INFORMATION

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